



From left: ASAALT Military Deputy LTG John S. Caldwell Jr., ASC Director COL Mary Fuller, and ASAALT Claude M. Bolton Jr.

Many Challenges Cited . . .

ARMY ACQUISITION WORKSHOP FOCUSES ON SUPPORT FOR THE WARFIGHTER

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Photos by Richard A. Mattox

Introduction

The annual Army Acquisition Workshop, held Aug. 5-7, 2002, in Norfolk, VA, focused predominantly on "Army Acquisition—Supporting The Warfighter." More than 260 acquisition professionals attended the workshop, which provides a forum for the senior Army acquisition leadership to communicate directly with and present new guidance to program executive officers (PEOs); project, product, and program managers (PMs); Defense Contract Management Agency (DCMA)

commanders; and other acquisition commanders (ACs).

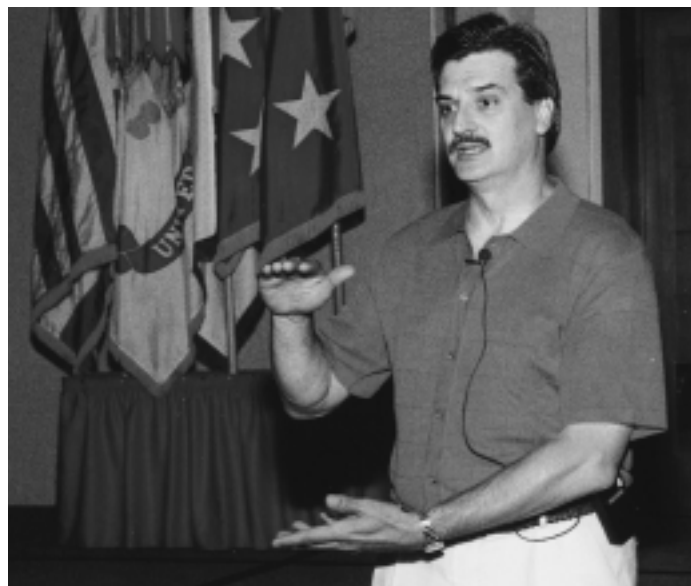
Workshop host Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT)/Army Acquisition Executive (AAE) Claude M. Bolton Jr. and COL Mary Fuller, Director of the Acquisition Support Center (ASC), welcomed attendees and provided opening remarks. Bolton said his priorities are programs, people, production, and improvement. He outlined draft policy changes related to acquisition reports and business case analyses. He then emphasized to

attendees that they are the people to achieve acquisition excellence.

ASAALT Military Deputy (MILDEP) LTG John S. Caldwell Jr. discussed the Army Acquisition Corps' (AAC's) challenges in supporting the warfighter, fielding systems-of-systems, and accomplishing Army transformation. He also outlined the goal, mission, vision, and challenges of the Army Acquisition and Technology Workforce (A&TWF) Campaign Plan. He said that the acquisition community must know how warfighters think, understand their environment and requirements, and



Guest dinner speaker GEN Gordon R. Sullivan (USA, Ret.), President, AUSA



Donald L. Damstetter, Deputy Assistant Secretary for Plans, Programs and Resources



LTG Charles S. Mahan Jr., DCS, G-4

assure them that their needs are being addressed.

Perspectives

Allan M. Resnick, Assistant Deputy Chief of Staff (DCS) for Combat Developments at the U.S. Army Training and Doctrine Command (TRADOC), discussed the Concepts-Based Requirements System and its benefits, simulation support plans, Objective Force (OF) proponents, and the battle lab structure. He

stressed that improved warfighting capability is the ultimate goal of development efforts and that operational and organizational concepts bind the pieces together.

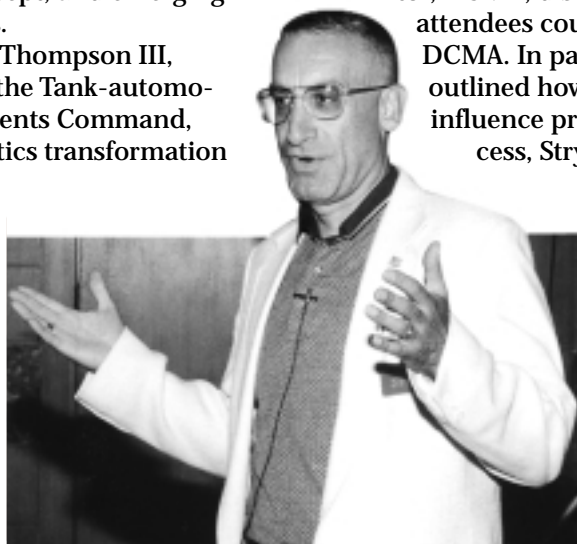
Michael C. Schexnayder, Deputy Director for Acquisitions, Objective Force Task Force (OFTF), addressed the OFTF vision and concept, transformation challenges, and the role of the OF as a joint and combined enabler. He also discussed the emerging Future Combat Systems (FCS) unit of action (UA), the FCS acquisition concept, and emerging OF technologies.

MG N. Ross Thompson III, Commander of the Tank-automotive and Armaments Command, provided a logistics transformation task force and Army Materiel Command (AMC) update. He noted that AMC is undergoing its most extensive change in 30 years and that the Army transformation must be accompanied by a logistics trans-

formation. Thompson reviewed current logistics challenges, the vision for logistics transformation, and the goal of operational flexibility and agility. He also discussed total life-cycle management, reliability and maintainability, the impact of technology decisions in determining force structure, logistics and readiness key performance parameters (KPPs), tactical logistics operations, and how the logistics transformation will benefit warfighters.

BG Edward M. Harrington, Director, DCMA, discussed how attendees could best use DCMA. In particular, he outlined how DCMA can influence program success, Stryker acquisition life-cycle support, DCMA's role in warfighter readiness, and supplier risk reviews.

W.H. (Dell) Lunceford Jr., Director, Army



LTG Peter M. Cuvillo, Army CIO/G-6

Model and Simulation Office (AMSO), concluded the first morning's agenda with a discussion of why simulation is critical to the Army's mission, how modeling and simulation support the warfighter, and Army and AMSO challenges. He also outlined the Simulation and Modeling for Acquisition, Requirements, and Training (SMART) concept; SMART and the Transformation Campaign Plan; and how SMART affects the requirements validation and approval process.

Donald L. Damstetter, Deputy Assistant Secretary for Plans, Programs and Resources, followed a working lunch that included a question and answer session between attendees and the ASAALT and his MILDEP. Damstetter provided an update on the Program Objective Memorandum (POM), recapitalization efforts, and 6.3 funding. Other topics included POM challenges, the Army "bow wave" and Extended Plan Program, unit set fielding (USF), and OF funding.

Douglas K. Wiltsie, Deputy Project Manager (DPM), OF, and DPM, Defense Advanced Research Projects Agency (DARPA), and COL Donald Kotchman, PM, Abrams, presented an overview of the FCS that included its definition and history. Wiltsie also discussed the FCS Lead Systems Integrator agreement between the U.S. Army, DARPA, and the Boeing Co. In addition, he outlined the FCS-equipped UA functions, the FCS system-of-systems architecture, and the broad industry announcement process. Kotchman also commented on the FCS evolutionary acquisition process and other programs related to FCS.

LTG Charles S. Mahan Jr., DCS, G-4, noted that the G-4 serves as the ASAALT's responsible official for sustainment. This responsibility includes managing readiness issues and ensuring that sustainment is adequately addressed during the acquisition process. Mahan outlined some key priorities, Total Life-Cycle Systems Management, the organic industrial base, Army depot chal-



MG William L. Bond, Deputy for Systems Management, OASAALT

lenges, and advantages of public-private partnerships. In conclusion, Mahan noted that the ASAALT, the AMC Commanding General (CG), and the G-4 are developing a formal process to determine whether organic or outsourced acquisitions provide corporate best value for the Army.

LTG Peter M. Cuvillo, Army Chief Information Officer (CIO)/G-6, discussed Army knowledge management and the Army's strategy to transform itself into a network-centric, knowledge-based force. He outlined the CIO/G-6 and Network Enterprise Technology Command missions relative to acquisition, information management (IM), and HQDA realignment. Cuvillo also addressed the Army networkiness initiative and its objectives and the goals of the Information Technology E-Commerce Commercial Contracting Center (ITEC4). In addition, he emphasized ASAALT's IM goals and stressed that everyone must have and use Army Knowledge Online e-mail addresses.

MG William L. Bond, Deputy for Systems Management, OASAALT, provided a G-8 (Force Development) update. He reviewed the Army modernization strategy, presented a summary of POM actions and priorities, and discussed the challenge of equipping the force. He also highlighted resourcing successes, unit set fielding, the munitions transformation, and future force development actions and challenges.



Allan M. Resnick, Assistant DCS for Combat Development, TRADOC

Dinner Speaker

GEN Gordon R. Sullivan (USA, Ret.), former Chief of Staff of the Army and current President of the Association of the U.S. Army (AUSA), was the formal dinner guest speaker. He applauded the acquisition community for providing equipment that allows warfighters to survive on the battlefield and return home. He also pointed out that acquisition personnel themselves are also warfighters. He concluded by stating, "The essence of the Army is the people who climb into helicopters, put rucksacks on their backs, and go to places such as Kosovo." Sullivan was followed by award presentations to honor PMs and ACs of the year as well as the presentation of the Defense Acquisition Executive Certificate of Achievement. (See related article on Pages 50-52.)

Additional Briefings

COL Kip P. Nygren, Deputy Director of AMC's Research, Development and Engineering (RD&E) Command Transformation Team, began the second day's briefings with a discussion on the perceptions and realities of RD&E. He reviewed the command's intended mission, vision, and proposed organizational structure. The command, which is still in the planning process, will be tasked with improving the integration of RD&E across the Army and the other Services. The goal will be to get technology to the soldier more quickly while taking advantage of technological opportunities.

COL R. David Ogg Jr., PM, Brigade Combat Team, discussed the Stryker Combat Team vision and the successful teaming effort between the government and General Motors/General Dynamics Land Systems joint venture facilities.

COL Mark W. Jones, PM, Mobile Electric Power (PM, MEP), called on PEOs and PMs to address the importance of power requirements as a key part of Army transformation because tactical electric power is the centerpiece of all systems. He specifically

discussed vehicle power and other future power sources. He also urged attendees to use PM, MEP for technical input regarding solicitations and power assessments.

Levator (Vate) Norsworthy Jr., Deputy General Counsel (Acquisition), Department of the Army Office of the General Counsel, provided tips on acquisition law. He suggested that attendees contact his office for actions requiring OASAAALT review and to address other legal and business issues. He also suggested that his office be involved early and often to minimize bureaucracy and identify possible "speed bumps" in the acquisition process.

COL Bryon J. Young, Director of Contracting, Office of the Deputy Assistant Secretary of the Army (Procurement), and Acting Chief of Staff Army Contracting Agency (ACA), provided an overview on the ACA's vision, goals, objectives, and concept of operations. He also discussed the various ACA contracting regions, ACA's headquarters, and its organizational structure.

COL Jody A. Maxwell, PM, Common Missile (CM) Project Office, provided a briefing on the CM's mission, KPPs, acquisition objectives, and major technology efforts. He also discussed the quality function deployment (QFD) approach, which is focused on requirements development, and CM QFD relationships.

COL Patrick A. Toffler (USA, Ret.), Director of the Partnership Acquisition Systems Development Center, Department of Systems Engineering, U.S. Military Academy (USMA), pro-



Levator (Vate) Norsworthy Jr., Deputy General Counsel (Acquisition), Department of the Army Office of the General Counsel

vided a briefing on the research and studies partnership between the OASAAALT and the USMA. He discussed the background, purpose, goals, and future of the partnership as well as key findings and benefits.

LTC Peggy R. Carson, Chief of the U.S. Total Army Personnel Command's (PERSCOM's) Acquisition Management Branch (AMB), provided an overview of the AMB organization and mission. She also discussed changes to the program management career track, the Command Select List process, tips for writing Officer Evaluation Reports, assignment considerations, Individual Development Plans, AAC membership, and the impact of the new Officer Personnel Management System III (OPMS III) on the AAC.

The AAE provided his closing remarks prior to a scheduled working lunch. He thanked attendees for their participation and praised the ASC staff for putting together an "outstanding" conference. He also cited the importance of technology and the need to educate customers. He closed by stating that the Army's



COL David R. Ogg Jr., PM, Brigade Combat Team



COL Patrick A. Toffler (USA, Ret.), Director of the Partnership Acquisition Systems Development Center, Department of Systems Engineering, USMA

transformation is real, comprehensive, and challenging.

Following an open question-and-answer forum, COL Fuller provided an overview of the new ASC organization, outlining the ASC's mission, functions, organizational structure, initiatives, and programs. She also discussed the status of a state of the AAC brief being prepared for the Army Chief of Staff, the A&TWF Campaign Plan, enablers for success, critical acquisition position waivers, the Army Acquisition Qualification Course, intermediate level education, and the Competitive Development Group Program. Fuller also promoted upcoming events such as the PM workshops to generate interest among civilian personnel to compete for PM positions. Details were also provided on ASC's move to Fort Belvoir, VA, and the AAC Ball. Final topics of discussion included an update on a Post Utilization Taskforce and the revised continuous learning policy.

COL David Danley, PM, Chemical Biological Medical Systems, discussed the evolution of medical bio-

logical defense (BD) efforts, the Food and Drug Administration (FDA) review process for vaccine development and licensing, controlling risks by integrating the FDA regulation process with the DOD acquisition process, and the BD vaccine process transformation effort.

COL Robert L. Reyenga, PM, Training Devices, discussed the Multiple Integrated Laser Engagement System, simulation of weapons effects, deployment to the Maneuver Combat Training Center (MCTC), MCTC force-on-force exercises, common training instrumentation architecture, and constructive and virtual simulations.

John R. Wallace, Strategic Planner, Office of the Deputy Assistant Secretary of the Army (Defense Exports and Cooperation) (ODASA (DE&C)), provided a briefing on international security cooperation in support of the ODASA (DE&C). Topics of discussion included the realignment of Army security cooperative efforts, foreign military sales, and Army export policies.

Yvonne Thomas Jackson, Acting Director for Acquisition Policy, ODASA (Policy and Procurement), discussed the streamlined DoD-5000 series documents, including DoD Directive 5000.1, DoD Instruction 5000.2, and DoD 5000.2R (which will be canceled and rewritten as a guidebook), and Army Regulation (AR) 70-1 and DA Pam 70-3.

COL Ronald D. Flom, Commandant, Defense Acquisition University (DAU), discussed the school's reorganization, mission, core functions, transformation initiatives, and challenges. He also addressed DAU's strategic partnerships with academic institutions and industry.

Closing Remarks

MG Bond remarked in closing that the workshop was highly informative and called on all attendees to leverage what they learned.

CYNTHIA D. HERMES is Managing Editor of Army AL&T magazine. She has more than 22 years of federal government service.
